

Headquarters  
U.S. Army Armor Center and Fort Knox  
Fort Knox, Kentucky 40121-5000  
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\*USAARMC Reg 600-2

## Personnel - General

### AFFIRMATIVE ACTION PLAN

**Summary.** This regulation establishes policies, procedures, and responsibilities for the administration of affirmative action at the U.S. Army Armor Center (USAARMC) and Fort Knox.

**Applicability.** This regulation applies to all military personnel of the Active Army and U.S. Army Reserve at USAARMC and Fort Knox. It does not apply to the Army National Guard.

**Suggested Improvements.** The proponent of this regulation is the Installation Equal Opportunity Office. Users are invited to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, USAARMC and Fort Knox, ATTN: ATZK-EO, Fort Knox, KY 40121-5000.

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**1. Purpose.** The purpose of the USAARMC and Fort Knox Affirmative Action Plan (AAP) is to identify and establish goals, objectives, and milestones in support of the Department of the Army Equal Opportunity Program. The AAP provides commanders and staff managers with a tool to favorably influence the training, working, and living environment--which equates to mission readiness.

\*This regulation supersedes USAARMC Reg 600-2, 20 Jul 93.

## **2. References.**

a. AR 600-20, Interim Change 04, 17 September 1993, Army Command Policy.

b. DA Pam 600-26, 23 May 1990, Department of the Army Affirmative Action Plan.

c. TRADOC Regulation 600-11, 1 September 1994, TRADOC Affirmative Action Plan.

## **3. Objectives.**

a. To maintain the highest level of combat readiness by ensuring fairness, justice, and equity for all soldiers regardless of race, color, ethnicity, gender, or religion by reinforcing equal opportunity (EO) as an obligation of leadership and function of command.

b. To place the responsibility for affirmative actions into the hands of commanders and heads of staff agencies.

c. To provide assessment of the USAARMC and Fort Knox EO program.

## **4. Responsibilities.**

a. Garrison Commander:

(1) Chair the AAP Panel.

(2) Provide the Commanding General, through the Chief of Staff, with a formal progress assessment of AAP objectives and the EO environment within USAARMC and Fort Knox.

(3) Have general staff responsibility for all plans, policies, and actions pertaining to the USAARMC and Fort Knox AAP.

(4) Ensure the plan is executed within USAARMC and Fort Knox activities and units.

b. Brigade/Regiment Commanders, Tenant Commanders (Brigade level or higher):

(1) Serve as a member of the AAP Panel.

(2) Develop a realistic AAP to address EO matters within their command.

(3) Develop plans to support and achieve designated goals.

(4) Review and update their AAP as needed. Provide updated copies of the AAP to the USAARMC and Fort Knox EO Office.

(5) Establish a system to assess AAP goal accomplishments and/or shortfalls within their commands.

c. Staff elements:

(1) Serve as a member of the AAP Panel.

(2) Collect and maintain statistical data necessary to analyze and measure AAP goals and milestones progress. All data is tracked quarterly. See appendix B for categories and requirements.

d. USAARMC and Fort Knox EO Office:

(1) Coordinate AAP Panel meetings.

(2) Provide expertise, advice, and assistance on EO matters to the AAP members.

(3) Prepare the Annual EO Narrative and Statistical Report and forward to TRADOC EO Office, per TRADOC Reg 600-11.

(4) Prepare the Quarterly and Annual EO Complaint Report and forward to TRADOC EO Office, per TRADOC Reg 600-11.

e. Brigade/Regiment EO Office:

(1) Submit Quarterly EO Narrative and Statistical Report to the USAARMC and Fort Knox EO Office within 10 working days following the end of the quarter.

(2) Submit Annual EO Narrative and Statistical Report to the USAARMC and Fort Knox EO Office within 10 working days following the end of the FY.

(3) Submit Quarterly Complaint Report to the USAARMC and Fort Knox EO Office within 10 working days following the end of the quarter.

(4) Submit Annual Complaint Report to the USAARMC and Fort Knox EO Office within 10 working days following the end of the FY.

**5. AAP Panel.**

a. The AAP Panel, chaired by the Fort Knox Garrison Commander, will review the objectives and status of the USAARMC and Fort Knox AAP. The panel consists of:

- (1) Fort Knox Garrison Commander (Chairperson)
- (2) Commander, 16th Cavalry Regiment
- (3) Commander, 1st Armor Training Brigade
- (4) Commander, Second ROTC Region
- (5) Commander, U.S. Army Recruiting Command
- (6) Commander, Medical Activity Fort Knox
- (7) Commander, Dental Activity Fort Knox
- (8) Commander, Law Enforcement Command/Provost Marshal
- (9) Adjutant General
- (10) Equal Employment Opportunity Officer
- (11) Staff Judge Advocate
- (12) USAARMC and Fort Knox EO Advisors
- (13) Brigade/Regiment Equal Opportunity Advisors

b. Goal Development. The AAP Panel members are responsible for goal development to support all aspects of the Army's Equal Opportunity Program.

c. Goal Revision. Affirmative action goals require constant revision. Discard goals which have been achieved and are no longer relevant.

d. Measurement. Goals which are quantifiable should be measured in order to identify trends, highlight differences, or discrepancies.

e. Assessment. The purpose of assessment is to provide an accurate, balanced, and objective appraisal of the USAARMC and Fort Knox AAP.

**6. AAP Goal Format.**

- a. Subject: General area or title.
- b. Number: Sequence (1, 2, 3, ....)
- c. Goal: This is a statement of intent on the part of the commander and represents a desired end to be attained.
- d. Basis for goal: What established the requirement for the goal: DA, TRADOC, local intent, or other guidance?
- e. Affirmative Action: A step or action by activities to ensure all soldiers and their families are afforded equal opportunity.
- f. Milestones:
  - (1) Milestones are set in a timetable format to facilitate management effort. They are not ceilings or base figures which are to be reached at the expense of requisite qualifications. Milestones, in affirmative action efforts, are not quotas.
  - (2) Milestones should be realistic and attainable with "good faith" effort and time phased, measurable, and within the span of control or responsibility of the commander who will sign the AAP.
- g. Proponent: The proponent block must reflect a specific agency designated for each AAP goal. The command or staff agency must have the resources and authority to control or influence the outcome of the goal.

FOR THE COMMANDER:



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## **Appendix A**

### **USAARMC and Fort Knox Reporting Requirements**

#### **1. Reporting Requirements.**

a. All commanders and staff agencies identified below will submit the reportable information for their areas within 10 working days following the end of the quarter.

b. Reportable information will be categorized demographically by rank, gender, and race.

c. Reportable information will cover both permanent party and trainees; both are reported as separate populations.

d. Reportable information will pertain to TRADOC organizations: 16th Cav, 1st ATB, and LEC unless specified.

#### **2. Reporting Requirements.**

a. Staff Judge Advocate (SJA) will report the following:

- (1) Company Grade Article 15s
- (2) Field Grade Article 15s
- (3) Summary Courts-Martial
- (4) Special Courts-Martial
- (5) General Courts-Martial

b. The Adjutant General (AG) will report the following:

- (1) Unit personnel strength for: 16th Cav Regt, 1st ATB, LEC, and total strength for USAARMC and Fort Knox.
- (2) Instructors
- (3) Eligible for OCS
- (4) Application for OCS
- (5) Eligible for USAMAPS
- (6) Application for USAMAPS

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(7) Drill Sergeants

(8) Students (Basic Training, Officer Basic Course, Officer Advance Course, Advance Noncommissioned Officer Course)

c. Brigades and equivalent-size units will report the following:

(1) Company Commander positions

(2) First Sergeant positions

(3) Command Sergeant Major positions

(4) Formal EO Complaints

(5) Number of Military Equal Opportunity Climate Surveys (MEOCS) conducted

(6) Equal Opportunity Representative (EOR) status

(7) Awards (MSM, ARCM, AAM)

d. All tenant organizations will report the following:

(1) Formal EO complaints.

(2) Equal Opportunity Representative (EOR) status.

# AFFIRMATIVE ACTION GOAL

|   |                       |
|---|-----------------------|
| <b>SUBJECT:</b> EQUAL OPPORTUNITY<br>PROGRAM STAFFING   | <b>GOAL NUMBER:</b> 1 |
| <b>GOAL:</b> Maintain 100 percent staffing of trained<br>Equal Opportunity Representatives (EORs) |                       |
| <b>BASIS FOR GOAL:</b> AR 600-20, IC04  |                       |
| <b>AFFIRMATIVE ACTION</b>   | <b>MILESTONE</b>      |
| 1. Develop a plan to track unit<br>EORs.  | 1st Qtr, FY 96        |
| 2. Track EOR status in all Fort<br>Knox units.  | 2d Qtr, FY 96         |
| <b>PROPONENT:</b> 1. Installation EO<br>2. Brigade/Regiment EO                                    |                       |



## AFFIRMATIVE ACTION GOAL

|  |                       |
|--|-----------------------|
| <b>SUBJECT:</b> POLICY STATEMENTS  | <b>GOAL NUMBER:</b> 2 |
| <b>GOAL:</b> Commanders publish statements of commitment to Equal Opportunity (EO).  |                       |
| <b>BASIS FOR GOAL:</b> AR 600-20, IC04   |                       |
| <b>AFFIRMATIVE ACTION</b>  | <b>MILESTONE</b>      |
| Commanders should publish and post written command policy statements for EO, Prevention of Sexual Harassment (POSH), and EO complaint procedures within 90 days of assuming command. | Sustain               |
| <b>PROPONENT:</b> All Commanders   |                       |

# AFFIRMATIVE ACTION GOAL

|  |                                      |
|--|--------------------------------------|
| <b>SUBJECT:</b> SENIOR LEADERSHIP<br>TRAINING  | <b>GOAL NUMBER:</b> 3                |
| <b>GOAL:</b> Provide Senior Leadership with comprehensive Equal Opportunity (EO) training.   |                                      |
| <b>BASIS FOR GOAL:</b> AR 600-20, IC04   |                                      |
| <b>AFFIRMATIVE ACTION</b>  | <b>MILESTONE</b>                     |
| 1. Develop plan to collectively train Senior Leaders (E-7 and above, O1 and above, and GS-7 and above) on EO issues and concerns.<br><br>2. Coordinate and implement Senior Leadership training. | 1st QTR, FY 96<br><br>1st QTR, FY 96 |
| <b>PROPONENT:</b> 1. Installation EO<br>2. Brigade/Regiment EO   |                                      |